

## The Influence of *Work Life Balance*, *Mental Health* and *Burnout* on the Work Motivation of Employees at The Bogorejo Community Health Center, Blora District

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### Abstract

*This study aims to analyze the influence of work-life balance, mental health, and burnout on employee work motivation at the Bogorejo Community Health Center in Blora Regency. The background of this study is based on the phenomenon of low work motivation reflected in high rates of lateness and absenteeism, as well as pre-survey results that indicate an imbalance between work and personal life, mental health problems, and high levels of burnout. This study used a quantitative method with a survey approach, involving 56 respondents who were employees of the Bogorejo Community Health Center. Data were collected through questionnaires and analyzed using multiple linear regression. The results showed that work-life balance and mental health had a significant positive effect on work motivation, while burnout had a significant negative effect on work motivation. These findings provide important implications for human resource management in the health sector, particularly in designing policies to improve the welfare and work motivation of health workers.*

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## 1. INTRODUCTION

Health is a fundamental right for every individual and a crucial aspect of national development (Rantung et al., 2023). The Indonesian government has emphasized the importance of health in Law Number 36 of 2009 concerning Health, which states that health is a state of physical, mental, and social well-being that enables everyone to live productively, socially and economically. One important factor in improving health services is the work motivation of health workers. High work motivation will impact the quality of services provided to the community.(Afolabi et al., 2018). Regulation of the Minister of Health of the Republic of Indonesia Number 43 of 2019 concerning Community Health Centers emphasizes that healthcare workers have a strategic role in providing optimal services to the community. Therefore, healthcare workers are needed who are dedicated, competent, and highly motivated in their work.

Community health centers (Puskesmas) are at the forefront of healthcare services, providing basic health care. Therefore, as a healthcare sector that directly interacts with the community, human resource management is crucial for achieving organizational effectiveness in Puskesmas. Effective human resource (HR) management in the healthcare sector can improve organizational performance and patient satisfaction. This confirms that appropriate HR management strategies can directly contribute to improving the quality of healthcare services (Rotea et al., 2023).

The Bojorejo Community Health Center (Puskesmas) is a public health service center in Bogorejo District, Blora Regency, Central Java. Like other community health

centers in Indonesia, the Bogorejo Community Health Center functions as a primary health care facility providing basic services to the community in the area. As a first-level health facility, the Community Health Center is at the forefront of providing basic health services to the local community. Its function is not limited to treatment but also encompasses promotive, preventive, curative, and rehabilitative aspects (Hidayat et al., 2023). Its primary function is to support government health programs such as immunization, maternal and child health programs, and the control of infectious and non-communicable diseases. The Bogorejo Community Health Center plays a crucial role in maintaining and improving public health in Bogorejo District, especially in rural areas that require fast, affordable, and high-quality health services. Through various health programs, the Community Health Center strives to meet the community's basic health needs while raising awareness of the importance of maintaining preventive health. The important role of Bogorejo Community Health Center in providing health services to the community, especially in rural areas, is closely related to motivation. The work of employees within it. Employee motivation at the Community Health Center (Puskesmas) is often influenced by a sense of social responsibility and a real contribution to the welfare of the surrounding community. In addition to providing services, Puskesmas employees are also assigned work tasks, such as implementing government programs that must be achieved in accordance with achievement targets and reporting to the local Health Office within specified timeframes. Based on data recorded in the attendance recap of the Bogorejo Community Health Center UPTD in December 2024 and January 2025, there were still a number of employee tardiness and employee absenteeism that were quite high.

An imbalance between work and personal life can lead to various problems, such as late attendance, missed work targets, and frequent absences, which ultimately negatively impact work motivation (Syarifah and Etikariena, 2021). Meanwhile, late work will ultimately impact delays in services to the public, therefore, maintaining work motivation at the Community Health Center (Puskesmas) is crucial. Maintaining employee motivation requires well-organized human resource management with clear policies to maintain employee motivation.

The balance between work and personal life or what is commonly known as *work-life balance* become an important issue for workers in various sectors of *Work-life balance*. Work-life balance refers to an individual's ability to balance work demands with personal or family needs. This has a significant impact on work motivation because workers who are able to achieve this balance tend to be more motivated, productive, and happy in carrying out their tasks (Abdirahman et al., 2020). Conversely, an imbalance between work and personal life can have various negative impacts, such as decreased productivity and emotional exhaustion, including stress and burnout (Kitsios & Kamariotou, 2023). In the context of community health centers, good WLB is crucial because healthcare workers often face high workloads and busy schedules.

On the other hand, mental health is also a major concern because employees in the healthcare sector often face continuous stress in dealing with emergency situations, high workloads, and great responsibilities (Qomariyah & Muthoifin 2021). Mental health (*mental health*) is another important component closely related to work motivation. Persistent stress, high work pressure, and a lack of social support in the workplace can lead to mental health problems such as depression and anxiety. According to research conducted by Bakker et al. (2020), good mental health is positively associated with high work motivation. Individuals with stable mental health are more likely to contribute effectively at work and tend to take greater initiative in achieving their professional goals. Conversely, workers experiencing mental health disorders often show decreased motivation, lack of job satisfaction, and lower engagement in work tasks. Good mental health can improve

emotional well-being and motivation at work. At the Community Health Center, supporting employee mental health means creating a safe and comfortable work environment and providing the necessary support to overcome mental problems.

Meanwhile, Burnout is a condition resulting from prolonged work stress, characterized by emotional exhaustion, cynicism, and decreased professional effectiveness (Maslach & Leiter, 2021). This condition not only affects mental health but also directly impacts an individual's work motivation. *Burnout* often occurs in workers who do not have *work-life balance* adequate, and the impact can extend to decreased work performance, absenteeism, and *turnover* higher employees (Karatepe & Saydam, 2020). Burnout can also worsen workers' mental health conditions, ultimately reducing their ability to stay motivated at work. In the context of the Community Health Center, *Burn Out* can affect the quality of service provided to patients, so it is important to manage and prevent this work fatigue.

Work motivation is influenced by several factors such as work-life *balance*, *burnout* and Mental Health. *Work Life Balance* (WLB) refers to the balance between work demands and personal life. A good WLB can increase work motivation, especially in community health centers or hospitals, which often face high work pressure (Insan et al., 2022). Mental health also significantly influences work motivation (Maulana & Adnyana, 2024). Burnout in employees can reduce work motivation (Wirati et al., 2020). Employees with high motivation tend to be more motivated to work, with higher levels of enthusiasm, optimism, and self-actualization (Harras 2020). Therefore, human resource management needs to implement policies that support a balance of work motivation in human resource management at community health centers.

## 2. LITERATURE REVIEW

### **Work motivation**

Work motivation is a fundamental driving force that drives individuals to actively engage and achieve organizational goals. This drive originates within the individual and is defined as "the driving force to act in a series of human behavioral processes, taking into account direction, intensity, and persistence toward goal achievement" (Ratnasih et al., 2023). Work motivation is key for individuals to maximize their abilities and skills in achieving organizational goals.

### **Work-life Balance**

*Work-life Balance* is a person's ability to fulfill work tasks and demands outside of work, which will ultimately give rise to a sense of happiness for the individual. In addition, *Work-life Balance* is also a way for employees to live a healthy and rewarding lifestyle, which in turn will have an impact on improving their performance. (Wong et al., 2020).

*Work-life Balance* has been conceptualized as a good working environment such as salary, welfare programs, flexible work schedules, good relationships and opportunities for *development* (Broughet et al., 2020). Overall, *Work-life Balance* covers various aspects including physical, mental, social and economic aspects of work.

### **Mental Health**

Mental health is the type of health that people need to achieve their life goals. Etymologically, the word mental comes from the Latin *mens* or *mentis*, which means soul, life, spirit, spirit, and spirit. Etymologically, it is also called mental hygiene, the name of the ancient *Greek* goddess of health who has the task of taking care of human health problems in the world and the emergence of the word hygiene to indicate an activity aimed at achieving health (Akbar, 2023). Good mental health is a calm state of mind, enjoyment of everyday life, and appreciation for the people around us. Mentally healthy people are able to use their abilities and potential to face life's challenges and build positive relationships with others.

## Burnout

*Burnout*, defined by WHO as a syndrome resulting from chronic stress in the workplace, has a negative impact on employee performance (Anata & Suryawirawan, 2023). *Burnout* characterized by three main dimensions: feelings of energy depletion, increased mental *distance* from work, and decreased professional efficacy (Mayer, 2022). *Burnout* can have serious consequences for employees' mental and physical health, even leading them to leave their jobs (Shah et al., 2021). Factors such as poor work environments, lack of social support, high job demands, and monotonous work can trigger burnout (Nugraheni et al., 2024).

## Research Model

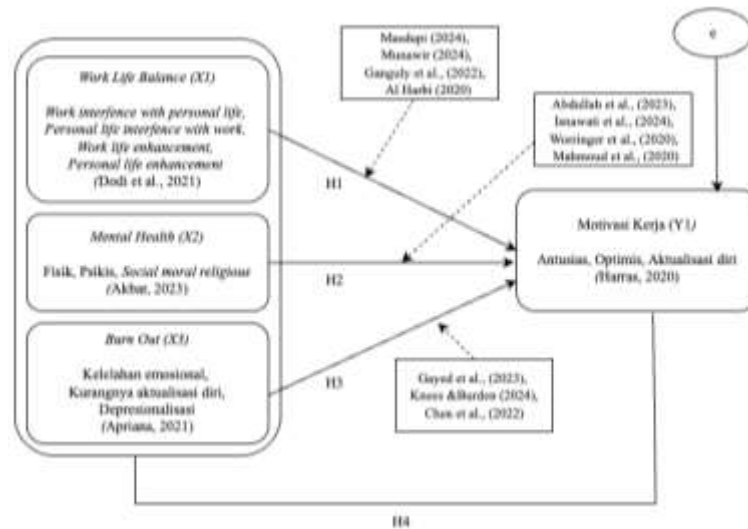


Figure 1. Research Model

## Research Hypothesis

A hypothesis is a tentative estimate of an observational problem formulation based on a theoretical basis. According to Sugiyono (2019), a hypothesis is a temporary answer to a research problem formulation based on empirical facts obtained from data collection. The hypotheses for this research are:

- a. Null Hypothesis (H0)
  1. H01 : There is no significant influence between Work Life Balance and Work Motivation.
  2. H02 : There is no significant influence between Mental Health and Work Motivation.
  3. H03 : There is no significant influence between Burnout and Work Motivation.
  4. H04: Work Life Balance, Mental Health, and Burnout simultaneously do not have a significant effect on Work Motivation.
- b. Alternative Hypothesis
  1. H1: There is a significant influence between *work life balance* on work motivation
  2. H2: There is a significant influence between *mental health* on work motivation
  3. H3: There is a significant influence between *burnout* on work motivation
  4. H4: There is a significant influence between *work life balance*, *mental health*, *burnout* on work motivation.

## 3. METHOD

This study used a quantitative approach with an associative approach. The aim was to determine the influence of work-life balance, mental health, and burnout on the work motivation of healthcare workers at the Bogorejo Community Health Center. The quantitative approach was chosen because it can explain the relationships between variables through numerical data and inferential statistical analysis.

## Population and Sample

### Population

A population is a specific characteristic shared by a group (Sugiyono, 2019). A population is the totality of psychological objects defined by specific criteria (Chaniago et al., 2023). The population in this study was all 56 healthcare workers working at the Bogorejo Community Health Center.

### Sample

Given the relatively small population size and the potential for full coverage, the sampling technique used was total sampling, where all members of the population were included in the sample. Thus, the sample size for this study was 56 respondents.

### Data Collection Techniques

Data collection was conducted through a closed-ended questionnaire using a 5-point Likert scale. This questionnaire instrument was developed based on indicators for each variable, which have been tested for validity and reliability in previous research. The questionnaire was designed to measure four main variables: Work-Life Balance, Mental Health, Burnout, and Work Motivation.

### Research Instruments

The main research instrument in this study was a closed-ended questionnaire. When questions were posed to respondents, the next step was to create answer options (a scale). When creating answer options or a scale, the options should accommodate the respondents' preferences as much as possible and not be too numerous to discourage respondents from choosing an answer (Ansori, 2020). Therefore, the research scale used was a Likert scale with five answer options (Ansori, 2020):

**Table 1. Research Scale (Questionnaire Answer Options)**

Information	Score or weight
Strongly agree	5
Agree	4
Neutral	3
Don't agree	2
Strongly Disagree	1

## 4. RESULTS AND DISCUSSION

### Validity Test & Reliability Test

Before conducting a multiple regression analysis to examine the influence of competence and motivation on medical personnel performance, it is necessary to test the quality of the research instrument. This testing aims to ensure that the questionnaire or measuring instrument used is truly capable of measuring what it is supposed to measure and produces consistent data. This testing includes validity and reliability tests.

#### A. Validity Test

Based on the results of the validity test on the instrument that measures the constructs of Work life Balance, Mental Health, Burnout, and Work Motivation, all items have a value of *Pearson Correlation* which is high.

#### B. Reliability Test

Based on the results of the reliability test using *Cronbach's Alpha*, all variables in this study showed a very high level of reliability, because the alpha value of each variable was far above the minimum limit of 0.70 which is generally used as an indicator of good reliability.

Variables	Reliability Statistics	
	Cronbach's Alpha	N of Items
Work Life Balance	0.950	16
Mental Health	0.956	12
BurnOut	0.979	12
Work motivation	0.970	12

#### Classical Assumption Test

In this study, multiple regression tests were conducted on variables to examine the influence of competence and motivation on medical personnel performance. It was necessary to test the quality of the research instruments. The prerequisite tests used in this study included normality, multicollinearity, and heteroscedasticity.

##### a. Normality Test

The normality test is used to examine the distribution of research data within a group. If the significance value is above 5% ( $>0.05$ ), the data is considered normally distributed. However, if the significance value is below 5% ( $<0.05$ ), the data is considered abnormally distributed.

One-Sample Kolmogorov-Smirnov Test		
N		56
Normal Parameters	Mean	0.0000000
	Std. Deviation	2.30025937
Test Statistic		0.063
Asymp. Sig. (2-tailed)		0.200

Based on the test results of *One-Sample Kolmogorov-Smirnov*, the significance value is obtained (*Asymp. Sig. 2-tailed*) is 0.200, which is greater than the significance limit of 0.05. This indicates that the data in this study are normally distributed. Since the significance value is greater than 0.05, it can be concluded that there is no significant difference between the distribution of the sample data and the theoretical normal distribution.

##### b. Multicollinearity Test

The aim is to determine the extent of intercorrelation between the independent variables in this study. Multicollinearity can be detected by examining the tolerance and VIF values. If the tolerance value is above 0.1 and the VIF value is below 10, multicollinearity is not present.

Variables	Collinearity Statistics	
	Tolerance	VIF
Work Life Balance	0.126	7.957
Mental Health	0.107	9.387
BurnOut	0.193	5.183

Based on the results of the multicollinearity test, it can be concluded that there are no serious problems in the regression model, because all VIF values (*Variance Inflation Factor*) is below the general tolerance limit of 10.

c. Heteroscedasticity Test

The heteroscedasticity test is used to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of inequality in the variance of the residuals for all observations in the regression model.

Heteroscedasticity ( <i>Glaciers</i> )	Say.
Work Life Balance	0.443
Mental Health	0.324
BurnOut	0.524

Based on the results of the heteroscedasticity test using the method of *Glaciers*, all independent variables, namely *Work Life Balance*, *Mental Health*, And *BurnOut*, showed significance values (Sig.) above 0.05, respectively at 0.443; 0.324; and 0.524. This indicates that there are no symptoms of heteroscedasticity in the regression model, because significance values greater than 0.05 indicate that these variables do not significantly influence the residual variance.

### Statistical Analysis Results and Hypothesis Testing

#### a. Influence analysis of *Work-Life Balance* on Work Motivation of Bogorejo Community Health Center Employees

The magnitude of the influence of *work-life balance* on work motivation determined through several stages, including calculating the Beta coefficient and correlation coefficient.

Effect Path	Beta Coefficient	Correlation Path	Correlation Coefficient
X <sub>1</sub> is Y	0.377	X <sub>1</sub> ke X <sub>2</sub>	0.931
X <sub>2</sub> is Y	0.446	X <sub>1</sub> ke X <sub>3</sub>	0.870
X <sub>3</sub> ke Y	-0.177	X <sub>2</sub> ke X <sub>3</sub>	0.891

Based on the results of statistical data processing in the table above, it can be explained that the magnitude of the influence of *work-life balance* on work motivation, presented in the table below.

Influence of X <sub>1</sub> is Y	Coefficient of Determination	Results (%)
A. Direct Effect	0.377 x 0.377 x 100 %	14%
B. Indirect Effect (by X <sub>2</sub> )	0.377 x 0.931 x 0.446 x 100 %	16%
C. Indirect Effect (by X <sub>3</sub> )	0.377 x 0.870 x -0.177 x 100 %	-6%
Total Effect	A + B + C	24%

Based on the table above, it can be explained that the magnitude of the influence of *work-life balance* on work motivation in total is 24%. The total percentage level is generated through (1) a direct influence of 14%; (2) an indirect influence through X<sub>2</sub> of 16%; and an indirect influence through X<sub>3</sub> of -6%.

#### Hypothesis Test of Influence of *Work-Life Balance* on Work Motivation

Hypothesis test of influence of *work-life balance* on work motivation is presented through the results of multiple regression analysis, below:

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.043	5.433		1.849	0.070
	Work Life Balance	0.336	0.085	0.377	3.961	0.000
	Mental Health	0.436	0.101	0.446	4.319	0.000
	BurnOut	-0.138	0.060	-0.177	-2.304	0.025
a. Dependent Variable: Work Motivation						

This indicates that the influence of *work-life balance* on work motivation is significant. The direction of the relationship between *work-life balance* and work motivation is positive, which means getting better *work-life balance* created, the higher the level of work motivation.

#### b. Influence analysis of *Mental Health* on Work Motivation of Bogorejo Community Health Center Employees

The magnitude of the influence of mental *health* and the influence of work motivation on work motivation is determined through several stages, including calculating the beta coefficient and correlation coefficient. The results of this analysis are presented in the following table:

Effect Path	Beta Coefficient	Correlation Path	Correlation Coefficient
X <sub>1</sub> is Y	0.377	X <sub>1</sub> ke X <sub>2</sub>	0.931
X <sub>2</sub> is Y	0.446	X <sub>1</sub> ke X <sub>3</sub>	0.870
X <sub>3</sub> ke Y	-0.177	X <sub>2</sub> ke X <sub>3</sub>	0.891

Based on the results of statistical data processing in the table above, it can be explained that the magnitude mental *health* on work motivation, can be seen in the table below:

Influence of X <sub>2</sub> is Y	Coefficient of Determination	Results (%)
A. Direct Effect	0.446 x 0.446 x 100 %	20%
B. Indirect Effect (by X <sub>1</sub> )	0.446 x 0.931 x 0.377 x 100 %	16%
C. Indirect Effect (by X <sub>3</sub> )	0.446 x 0.891 x -0.177 x 100 %	-7%
Total Effect	A + B + C	29%

Based on the table above, it can be explained that the magnitude of the influence of *mental health* on work motivation in total is 29%. The total percentage level is generated through (1) a direct influence of 20%; (2) an indirect influence through X<sub>2</sub> of 16%; and an indirect influence through X<sub>3</sub> of -7%.

#### Hypothesis Test of Influence of *Mental Health* on Work Motivation

Hypothesis test of influence of *mental health* on work motivation is presented through the results of multiple regression analysis, below.



Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.043	5.433		1.849	0.070
	Work Life Balance	0.336	0.085	0.377	3.961	0.000
	Mental Health	0.436	0.101	0.446	4.319	0.000
	BurnOut	-0.138	0.060	-0.177	-2.304	0.025
a. Dependent Variable: Work Motivation						

This indicates that the influence of *mental health* on work motivation is significant. The direction of the relationship between *mental health* and work motivation is positive, which means getting better *mental health created*, the higher the level of work motivation.

**c. Analysis *Burnout on Work Motivation* of Bogorejo Community Health Center Employees**

The magnitude of the influence burnout the influence of work motivation on work motivation is determined through several stages, including calculating the beta coefficient and correlation coefficient. The results of this analysis are presented in the following table:

Effect Path	Beta Coefficient	Correlation Path	Correlation Coefficient
X <sub>1</sub> is Y	0.377	X <sub>1</sub> ke X <sub>2</sub>	0.931
X <sub>2</sub> is Y	0.446	X <sub>1</sub> ke X <sub>3</sub>	0.870
X <sub>3</sub> ke Y	-0.177	X <sub>2</sub> ke X <sub>3</sub>	0.891

Based on the results of statistical data processing in the table above, it can be explained that the magnitude of the influence burnout on work motivation, presented in the table below.

Influence of X <sub>3</sub> is Y	Coefficient of Determination	Results (%)
A. Direct Effect	-0.177 x -0.177 x 100 %	3%
B. Indirect Effect (by X <sub>2</sub> )	-0.177 x 0.891 x 0.446 x 100 %	-7%
C. Indirect Effect (by X <sub>1</sub> )	-0.177 x 0.870 x 0.377 x 100 %	-6%
Total Effect	A + B + C	-10%

Based on the table above, it can be explained that the magnitude of the influencing work motivation in total is -10%. The total percentage level is generated through (1) a direct influence of 3%; (2) an indirect influence through X<sub>2</sub> of -7%; and an indirect influence through X<sub>3</sub> of -6%.

### Hypothesis Test of Influence of *Burnout* on Work Motivation

Results of the hypothesis test of influence burnout regarding work motivation, is presented below:

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.043	5.433		1.849	0.070
	Work Life Balance	0.336	0.085	0.377	3.961	0.000
	Mental Health	0.436	0.101	0.446	4.319	0.000
	BurnOut	-0.138	0.060	-0.177	-2.304	0.025
a. Dependent Variable: Work Motivation						

This indicates that the influence of burnout on work motivation is significant. The direction of the relationship between *burnout* and work motivation is negative, which means the higher *burnout* that is felt, the lower the level of work motivation.

#### d. Analysis Influence *Work Life Balance*, *Mental Health*, And *Burnout* on Work Motivation to Bogorejo Health Center Employees

Influence *work life balance*, *mental health*, And *burnout* on work motivation, is as follows:

PATHWAY OF INFLUENCE	Results (%)
a) The Effect of X1 on Y	24%
b) The Effect of X2 on Y	29%
c) The influence of X3 on Y	-10%
d) The Influence of X1, X2, X3 on Y	43%

Based on the table above, it can be explained that the influence of *work-life balance* on work motivation by 24%; the influence of *mental health* on work motivation by 29% and the influence of *burnout* on work motivation by -10%. Overall, the influence of *work life balance*, *mental health*, and *burnout* on work motivation by 43%.

### Hypothesis Test of Influence *Work Life Balance*, *Mental Health*, And *Burnout* on Work Motivation

Results of the hypothesis test of influence *Work Life Balance*, *Mental Health*, And *Burnout* regarding Work Motivation, is presented below.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4637.109	3	1545.703	276.193	.000 <sup>b</sup>
	Residual	291.016	52	5.596		
	Total	4928.125	55			
a. Dependent Variable: Work Motivation						
b. Predictors: (Constant), BurnOut, Work Life Balance, Mental Health						

The calculation results explain that *Work Life Balance, Mental Health, And Burnout* simultaneously have a positive and significant effect on work motivation. This indicates that improvements in work-life balance and mental health, along with effective burnout management, can significantly increase employee work motivation.

#### e. Multiple Linear Regression Analysis Results Model

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.043	5.433		1.849	0.070
	Work Life Balance	0.336	0.085	0.377	3.961	0.000
	Mental Health	0.436	0.101	0.446	4.319	0.000
	BurnOut	-0.138	0.060	-0.177	-2.304	0.025
a. Dependent Variable: Work Motivation						

Based on the table provided, the multiple linear regression equation that can be formed is:

$$Y = 10.043 + 0.336X_1 + 0.436X_2 - 0.138X_3$$

The following is an explanation of the multiple regression equation above:

1. The constant 10.043 indicates the average Y score (Work Motivation) if all independent variables ( $X_1$ ,  $X_2$ ,  $X_3$ ) are zero. This means that if there is no influence from Work-Life Balance, Mental Health, and Burnout, then Work Motivation is predicted to have a value of 10.043.
2. The regression coefficient for the Work Life Balance variable ( $X_1$ ) of 0.336 indicates that every one unit increase in Work Life Balance, assuming other variables remain constant, will cause an increase in the Work Motivation score of 0.336. The positive sign indicates a unidirectional relationship between Work Life Balance and Work Motivation, meaning that the better the balance between work and personal life, the higher the employee's work motivation.
3. The regression coefficient for the Mental Health variable ( $X_2$ ) of 0.436 indicates that every one unit increase in Mental Health, assuming other variables remain constant, will cause an increase in the Work Motivation score of 0.436. The positive sign on this coefficient indicates a positive relationship, namely that the better the mental health condition, the higher the employee's work motivation.
4. The regression coefficient for the Burnout variable ( $X_3$ ) of -0.138 indicates that every one unit increase in Burnout, assuming other variables remain constant, will cause a decrease in the Work Motivation score of 0.138. The negative sign on this coefficient indicates that the higher the level of burnout experienced, the lower the employee's work motivation.

## Discussion

The purpose of this study is to determine the influence of *Job insecurity* and organizational commitment to turnover *intention* at the Nambo Community Health Center in Bandung Regency. Researchers collected the necessary data for the study through questionnaires from 49 respondents.

### **Influence *Work-Life Balance* on Work Motivation of Bogorejo Community Health Center Employees**

The findings of this study indicate that *Work Life Balance*(WLB) has a positive and significant influence on the work motivation of Bogorejo Community Health Center employees. This indicates that the more balanced their work-life balance is, the greater their drive and enthusiasm in carrying out their duties.

### **Influence *Mental Health* on Work Motivation of Bogorejo Health Center Employees**

Among Bogorejo Community Health Center employees, mental health variables demonstrated a positive and significant influence on work motivation. This means that the better an employee's mental health, the higher their enthusiasm and drive in carrying out their duties and responsibilities in the workplace. This study found that some employees were unable to manage the mental stress arising from their work, which, if sustained, could lead to a decline in mental health.

### **Influence *BurnOut* on Work Motivation of Bogorejo Health Center Employees**

The findings of this study indicate that burnout has a negative and significant influence on the work motivation of Bogorejo Community Health Center employees. In other words, the higher the level of emotional exhaustion, stress, and boredom experienced by employees, the lower their drive and enthusiasm to carry out their duties optimally. *Burnout* Prolonged work stress not only impacts individuals but also reduces the overall quality of organizational performance, particularly in the healthcare sector, which demands physical and emotional stability. Research has found that some employees feel emotionally exhausted after completing work tasks. This condition not only impacts employee well-being but also risks reducing work motivation, productivity, and service quality.

### **Influence *work life balance, mental health, burnout* on work motivation on work motivation of Bogorejo Community Health Center employees**

The analysis results show that Work-Life Balance (WLB), mental health, and burnout simultaneously significantly influence the work motivation of Bogorejo Community Health Center employees. This finding confirms that work-life balance, psychological stability, and low levels of emotional exhaustion are important factors that management needs to consider to improve employee morale and productivity.

## 5. CONCLUSION

1. Work-life balance has a positive and significant impact on the work motivation of employees at the Bogorejo Community Health Center in Blora Regency. The dimensions of work-life balance measured include time for family, time for oneself, and the balance between work responsibilities and personal life. These dimensions contribute positively to increased work motivation because when employees feel balanced in their lives, their levels of satisfaction and engagement in their work also increase, indicating a relationship between work-life balance and work motivation.
2. Mental health has a positive and significant impact on work motivation. The dimensions of mental health studied include psychological well-being, the ability to cope with

stress, and emotional stability. Employees with healthy mental health are better able to think clearly, manage stress, and maintain harmonious work relationships, ultimately leading to higher work motivation. Therefore, there is a relationship or influence between mental health and work motivation.

3. Burnout has a negative and significant effect on work motivation. The dimensions of burnout measured in this study include emotional exhaustion, depersonalization (feelings of alienation from work), and decreased personal accomplishment. As burnout levels increase, work motivation tends to decline because employees feel physically and mentally exhausted and lose meaning in their work. This suggests a relationship between burnout and work motivation.
4. Simultaneously, work-life balance, mental health, and burnout significantly influence the work motivation of Bogorejo Community Health Center employees. These three factors are interconnected. Poor work-life balance triggers burnout and impacts mental health decline, which ultimately affects the work motivation of Bogorejo Community Health Center employees.

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